**Vision:** Every child and family has a safe and positive environment in which to live and develop.

**Mission:** Every child and family is empowered to live independent, safe and healthy lives.

**Action:** Promote exceptional and equitable service by embracing opportunity for growth and providing innovation, resources and support to our staff.

**Keys to Success:** Data-informed decisions, valued professional discretion, implementation with a focus on service to children and families, and leadership commitment to positive personal development.

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### Child/Family Safety and Well-being
- Safety for DHS-involved children
- Probability of safety along the life of a case
- Practice model fidelity
- Coordinated child-safety centered response to abuse
- Centralized hotline
- Model of case practice

### System Alignment
- Caseload and workload
- Recruitment and retention of employees
- Continuum of care
- Recruitment and retention of foster/kinship care
- Staff allocation across districts
- Capacity and placement needs
- Service matching
- Leadership capacity, capabilities, and stability

### Service and Intervention Effectiveness
- Core supervisor training
- Certification safety and well-being review
- Program evaluation
- Gaps in service
- Ethnic and racial disparities
- Youth-centered placement approach
- Internal staff development and training
- Internal staffing movements
- Employee engagement
- Control service utilization

### Community Engagement
- Enhanced district level community engagement
- Community-based reports of incidents
- Serving youth within home communities
- Capacity and connectivity with local stakeholders and partners

### Outcomes - Metrics
- Targeted services to children and families
- Appropriate length of stay to achieve greatest outcomes for those entering care in the next year
- Reduction in abuse/neglect/maltreatment
- Appropriate thresholds for entering and exiting the Child Welfare system
- Decrease in disparities for minority populations
- Recruitment and retention of optimal caseworkers; improvement in retention
- Appropriate length of stay to achieve greatest outcomes for those entering care in the next year
- Reduction in abuse/neglect/maltreatment